CJCS JCA Progress Report

SECDEF Action Memo Tasks 1-Year Update

24 August 2006

Joint Staff J-7 / JETCD

Purpose

Why we're here –

- ***Adjudicate four remaining unresolved issues***
  - ***Review QDR, JOC, JCA relationships***
- ***Review summary of CJCS JCA taskings***
- ***Review recommendations to SECDEF***

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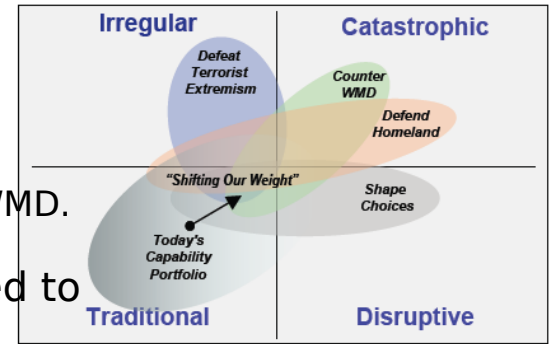
2006 QDR Wording

17 Pages of What Capabilities

To **operationalize** the [Defense] strategy, …four priorities as the focus of the QDR:

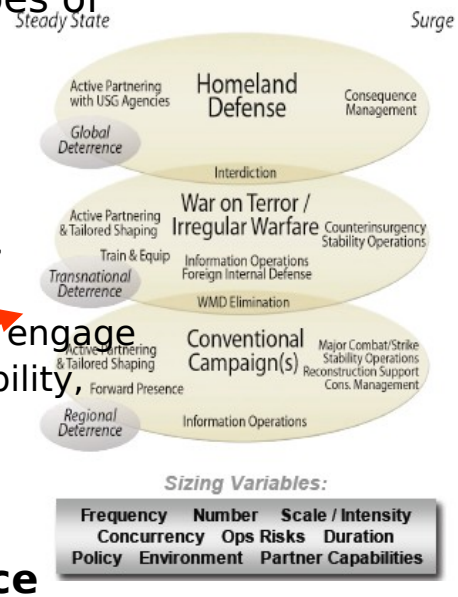
- **Defeating terrorist networks**.
- Defending the homeland in depth.
- Shaping the choices of countries at strategic crossroads.
- Preventing hostile states and non-state actors from acquiring or using WMD.



… **focus areas** helped to identify the **capabilities** that are needed to continue the reorientation of the joint force over time.

… defeating terrorist networks highlights the need for the following types of **capabilities**:

- Human intelligence …
- Persistent surveillance …
- Capabilities to locate, tag and track terrorists …
- **Special operations** forces to conduct direct action, foreign internal defense, counterterrorist operations and unconventional warfare.
- Multipurpose forces to train, equip, and advise indigenous forces; deploy and engage with partner nations; **conduct irregular warfare**; and support security, stability, transition, and reconstruction operations.

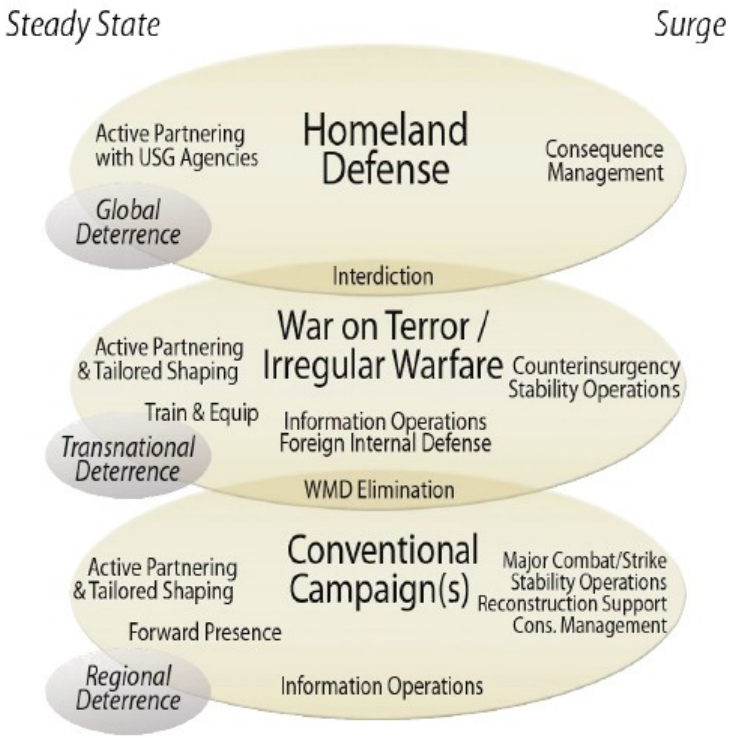


3 Pages of How Much

The four focus areas informed the Department's review of the **guidance for sizing and shaping** the U.S. Armed Forces. This guidance is commonly referred to as the Department's Force Planning Construct.

QDR / Concepts / JCA Relationships

QDR Force Planning Construct (for analyzing sufficiency)



Sizing Variables:

Frequency Number Scale / Intensity
Concurrency Ops Risks Duration
Policy Environment Partner Capabilities

JOCs

HLD & CS

Shaping Ops *

IW *

Mil Spt to SSTRO

Deterrence Ops

MCO

JOC directly addresses JCA

JFC directly addresses JCA

* In development

** Training JFC partially addresses JCA

Tier 1 JCAs mapped to JOCs and JFCs

Defense Support of Civil Authorities
Joint Land Operations
Joint Air Operations
Joint Maritime/Littoral Operations
Joint Space Operations
Joint Global Deterrence
Joint Stability Operations
Joint Homeland Defense
Joint Special Operations & Irregular Ops
Joint Interagency / IGO / NGO / MN Coord
Joint Access & Access Denial Operations
Joint Shaping
Joint Public Affairs Operations
Joint Command & Control
Joint Net-Centric Operations
Joint Logistics
Joint Force Management
Joint Information Operations
Joint Force Generation **
Joint Protection

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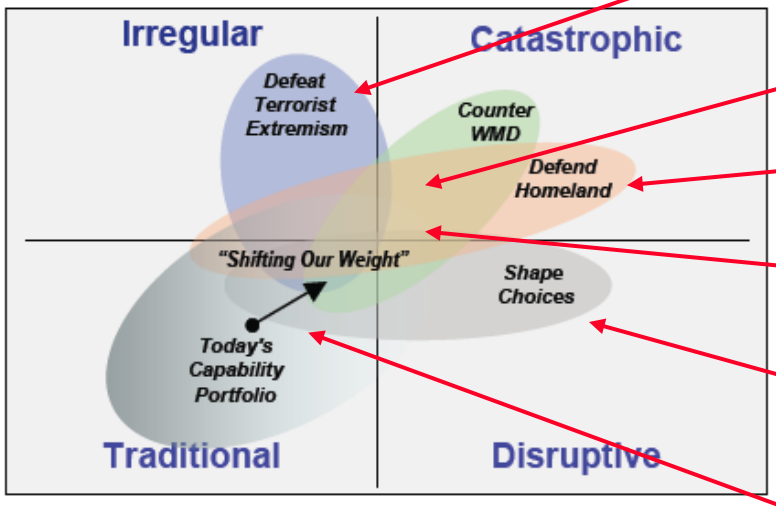
QDR / Concepts / JCA Relationships

Priority Areas of QDR Focus

(for determining capabilities)

JOCs

Tier 1 JCAs mapped to JOCs and JFCs



IW *

Deterrence Ops

HLD & CS

Mil Spt to SSTRO

Shaping Ops

MCO

- Defense Support of Civil Authorities
- Joint Land Operations
- Joint Air Operations
- Joint Maritime/Littoral Operations
- Joint Space Operations
- Joint Global Deterrence
- Joint Stability Operations
- Joint Homeland Defense
- Joint Special Operations & Irregular Ops
- Joint Interagency / IGO / NGO / MN Coord
- Joint Access & Access Denial Operations
- Joint Shaping
- Joint Public Affairs Operations
- Joint Command & Control
- Joint Net-Centric Operations
- Joint Logistics
- Joint Force Management
- Joint Information Operations
- Joint Force Generation **
- Joint Protection

JOC directly addresses JCA

JFC directly addresses JCA

* In development

** Training JFC partially addresses JCA

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Unresolved Issue 1 – Navy Substantive

Issue: Move PSYOP primary JCA from Joint Special Operations and Irregular Warfare (JSOIW) to Joint Information Operations (JInO)

Discussion: This issue addresses which Tier 1 JCA should be the "parent" for PSYOP… i.e. where should it be binned?

JCA Definition: ***Psychological Operations (PSYOP)*** *– The ability to* conduct planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of PSYOP is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. (Derived from JP 1-02)

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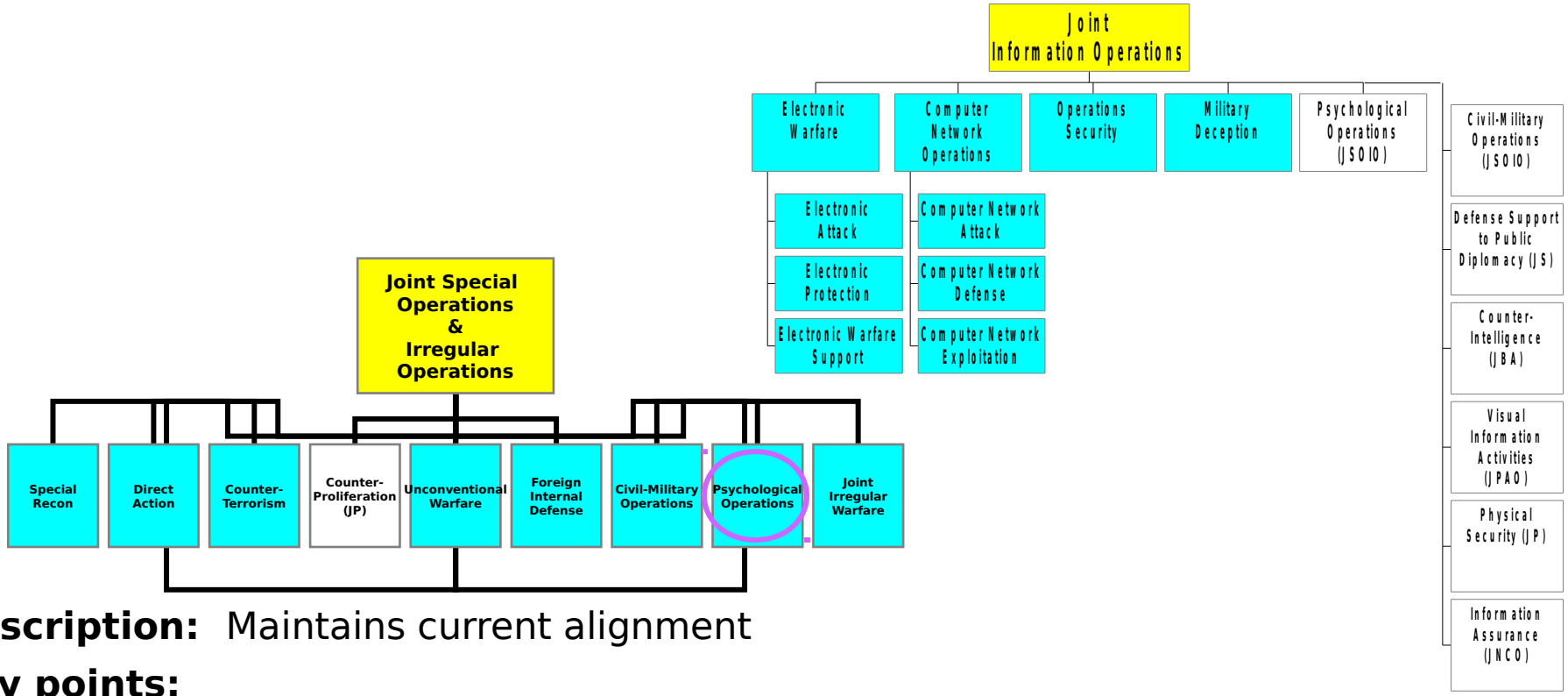
Alternative 1



Description: Maintains current alignment

Key points:

- UCP TOR dated 9 Jan 06
  - Responsibility – "CDRUSSOCOM will periodically update CJCS and SECDEF on the progress made toward achieving the development of a joint PSYOP force capability."
  - USSOCOM Mission Requirements – "Design the operational architecture and associated functional requirements for the DoD PSYOP mission…"
- FA FCB (OPR) supports this alternative
- USSOCOM supports this alternative

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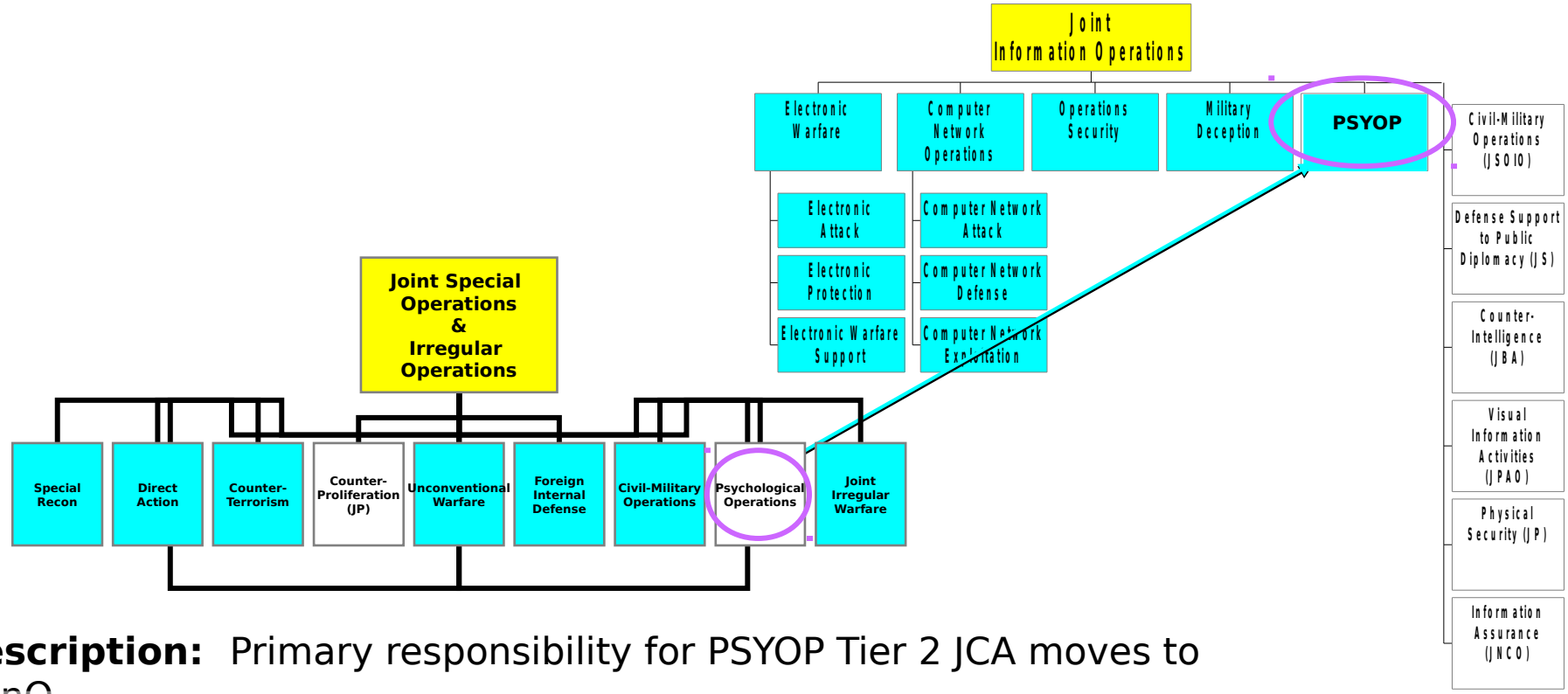
Alternative 2



Description: Primary responsibility for PSYOP Tier 2 JCA moves to JInO

Key points:

- JP 3-13 states, “IO consists of five core capabilities which are: PSYOP, MILDEC, OPSEC, EW, and CNO.”
- Does not change which FCB manages these portfolio components
- Navy supports this alternative

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Unresolved Issue 2 – Army Critical

Issue: Create a new Tier 1 JCA "Joint Force Projection"

Discussion: Force Projection is currently a Tier 2 JCA under Joint Global Deterrence. The Army believes Force Projection is strategically and operationally critical, and requires the greater visibility that is afforded Tier 1 JCAs.

When there were 56 Tier 1 JCAs, Joint Force Projection was among them, but was subordinated when the number was cut down.

At the 29 June JROC, Army modified its position to favor combining Force Projection Tier 2 JCA with Joint Access and Access Denial Tier 1 JCA to create a new Tier 1 JCA entitled "Joint Force Projection / Access."

JCA Definition: ***Force Projection*** – The ability to deploy US military power globally and conduct effective theater-level military operations across the domains of air, sea, land, space, and information. Force projection operations extend from mobilization and deployment of forces to redeployment. (Derived from Strategic Deterrence JOC, Feb 04 and JP 1-02)

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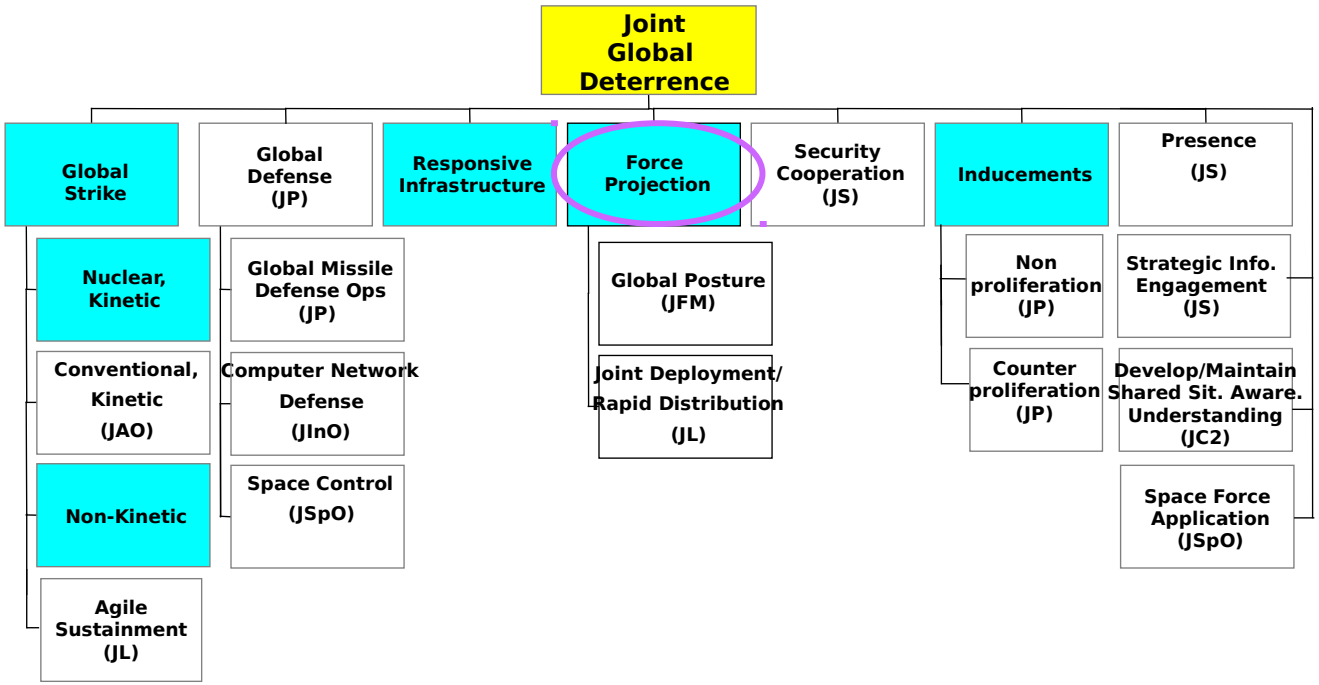
Alternative 1



Description: Maintain current alignment

Key points:

- Force projection is one of the key attributes in the Deterrence Operations JOC
- Joint Deployment is a Tier 2 JCA under the Tier 1 JCA "Joint Logistics"
  - Joint Logistics JCA is an IR&G "test case", currently undergoing capability portfolio and capability portfolio management review
- FA (OPR) and FL FCBs support this alternative
- USSTRATCOM supports this alternative

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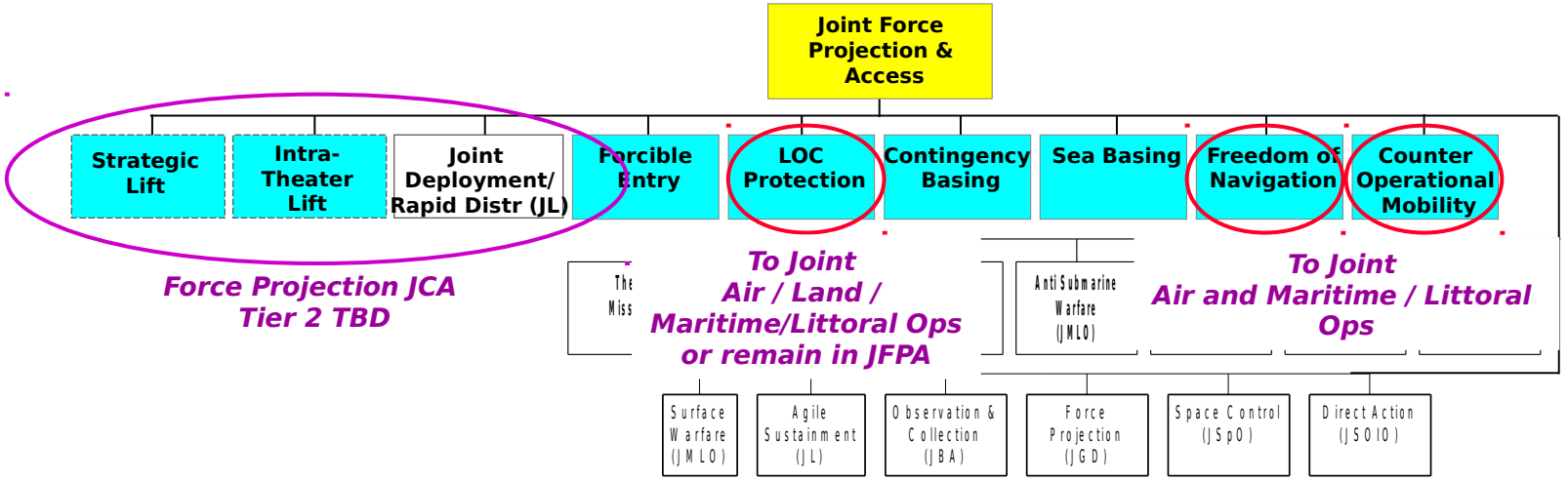
Alternative 2



Description: JROC requested this alternative – Merge Army's Force Projection proposal with current Joint Access & Access Denial Tier 1 JCA to form new Tier 1 JCA, "Joint Force Projection and Access"

Key points:

- This alternative requires staffing to determine new Tier 2s (lift) and re-structure current Tier 2s
- FCB capability portfolios may change significantly depending on re-structuring decisions
  - LOC Protection could remain in Joint Force Projection and Access, or be binned to:
    - Joint Land Operations
    - Joint Air Operations
    - Joint Maritime/Littoral Operations
  - Mobility assets could be binned to:
    - Joint Force Projection & Access

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Unresolved Issue 3 – Navy Critical

Issue: Move "Develop and Maintain Shared Situational Awareness and Understanding" *(Blue/White Force Tracking issue)* Tier 2 JCA primary responsibility from Joint C2 to Joint Battlespace Awareness

Discussion: Navy believes Battlespace Awareness (BA) must be expanded to include the full scope of battlespace awareness (red/white/blue), including Blue Force Tracking. There is significant JROC guidance on this topic that is presented with each alternative.

JCA Definition: ***Develop and Maintain Shared Situational Awareness and Understanding*** – The ability to share and access a "common operational picture" (COP) with mission partners as necessary, presenting current and forecast information on adversary and friendly forces, neutral elements, the environment and geospatial information. The "picture" is built through access to both processed and raw data from sensors, analysts and other sources, and through collaborative analysis and assessment of this data. SA, transformed into knowledge through synthesis, experience and collaboration, enables situational understanding. (C2 JIC)

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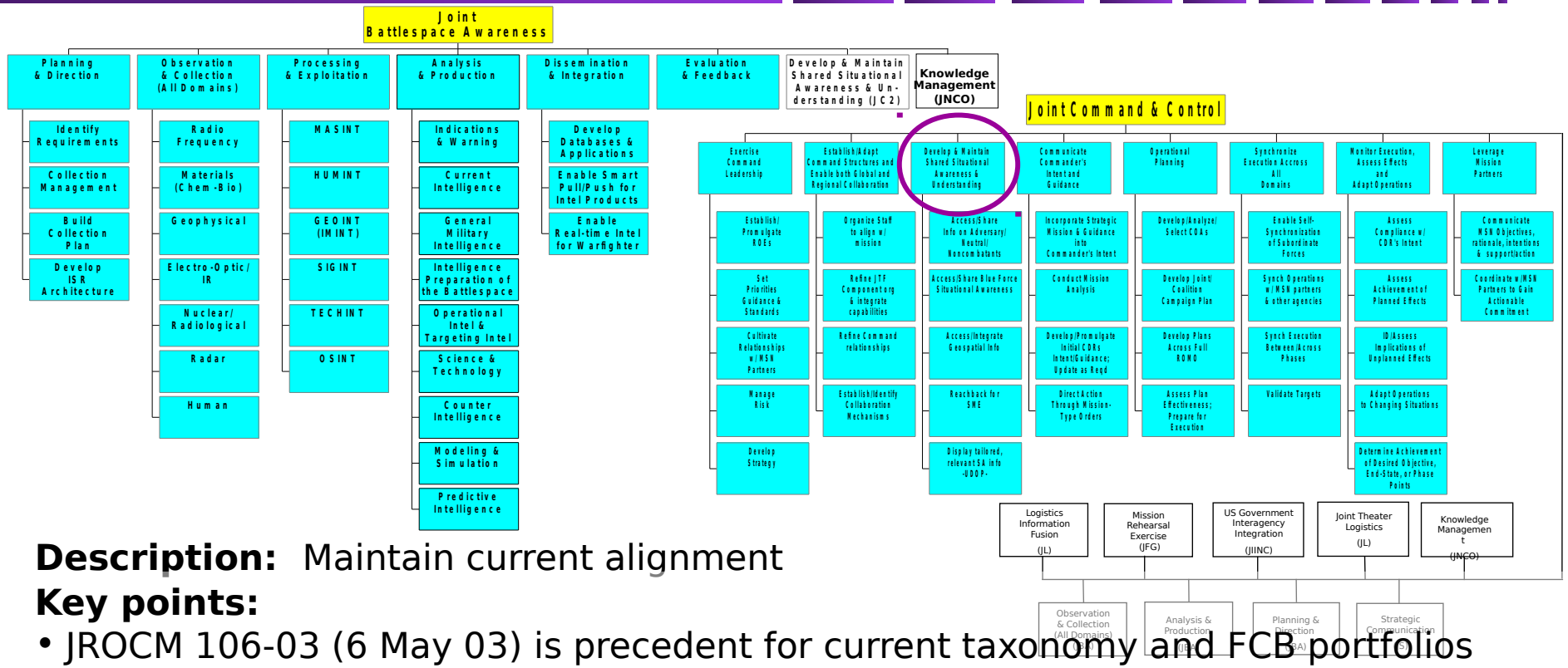
Alternative 1


Joint Battlespace Awareness
Planning & Direction
Identify Requirements
Collection Management
Build Collection Plan
Develop ISR Architecture
Observation & Collection (All Domains)
Radio Frequency
Materials (Chem-Bio)
Geophysical
Electro-Optic/ IR
Nuclear/ Radiological
Radar
Human
Processing & Exploitation
MASINT
HUMINT
GEOINT (IMINT)
SIGINT
TECHINT
OSINT
Analysis & Production
Indications & Warning
Current Intelligence
General Military Intelligence
Intelligence Preparation of the Battlespace
Operational Intel & Targeting Intel
Science & Technology
Counter Intelligence
Modeling & Simulation
Predictive Intelligence
Dissemination & Integration
Develop Databases & Applications
Enable Smart Pull/Push for Intel Products
Enable Real-time Intel for Warfighter
Evaluation & Feedback
Develop & Maintain Shared Situational Awareness & Understanding (JC2)
Knowledge Management (JNCO)
Joint Command & Control
Exercise Command Leadership
Establish/ Promulgate ROEs
Set Priorities Guidance & Standards
Cultivate Relationships w/ MSN Partners
Manage Risk
Develop Strategy
Establish/Adapt Command Structures and Enable both Global and Regional Collaboration
Organize Staff to align w/ mission
Refine JTF Component org & integrate capabilities
Refine Command relationships
Establish/Identify Collaboration Mechanisms
Develop & Maintain Shared Situational Awareness & Understanding
Access/Share Info on Adversary/ Neutral/ Noncombatants
Access/Share Blue Force Situational Awareness
Access/Integrate Geospatial Info
Reachback for SME
Display tailored, relevant SA info -UDOP-
Communicate Commander's Intent and Guidance
Incorporate Strategic Mission & Guidance into Commander's Intent
Conduct Mission Analysis
Develop/Promulgate Initial CDRs Intent/Guidance; Update as Reqd
Direct Action Through Mission-Type Orders
Operational Planning
Develop/Analyze/ Select COAs
Develop Joint/ Coalition Campaign Plan
Develop Plans Across Full RONO
Assess Plan Effectiveness; Prepare for Execution
Synchronize Execution Accross All Domains
Enable Self-Synchronization of Subordinate Forces
Synch Operations w/ MSN partners & other agencies
Synch Execution Between/Across Phases
Validate Targets
Monitor Execution, Assess Effects and Adapt Operations
Assess Compliance w/ CDR's Intent
Assess Achievement of Planned Effects
ID/Assess Implications of Unplanned Effects
Adapt Operations to Changing Situations
Determine Achievement of Desired Objective, End-State, or Phase Points
Leverage Mission Partners
Communicate MSN Objectives, rationale, intentions & supportaction
Coordinate w/MSN Partners to Gain Actionable Commitment
Logistics Information Fusion (JL)
Mission Rehearsal Exercise (JFG)
US Government Interagency Integration (JIINC)
Joint Theater Logistics (JL)
Knowledge Managemen t (JNCO)
Observation & Collection (All Domains)
Analysis & Production (JIC)
Planning & Direction (JBA)
Strategic Communication (JIC)

Description: Maintain current alignment

Key points:

- JROCM 106-03 (6 May 03) is precedent for current taxonomy and FCB portfolios
- JROC Approved JC2 JIC (Sep 05) structure used to refine taxonomy
- JROCM 276-05 (22 Dec 05), attachment states "…BFT, JBFSA, and CID are not identical but inter-related and cannot be separated. …***BFT***, JBFSA, and CID are capabilities that will be individually and collectively ***managed under the larger construct of the maturing JC2 JIC***"
- JROCM 104-06 (2 Jun 06) charters the BFT/JBFSA ESC to oversee and manage the acknowledged C2/BA "seam" on blue/grey tracking
- JC2 and JBA JCAs are IR&G "test cases", currently undergoing capability portfolio and capability portfolio management review – BFT is in the JC2 test case portfolio

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Alternative 2

Description: Move primary responsibility for "Blue Force Tracking" (Situational Awareness Tier 2) to JBA

Key points:

- JROCM 276-05 (22 Dec 05), attachment states "…***BFT***, JBFSA, and CID are not identical but inter-related and ***cannot be separated***. …BFT, JBFSA, and CID are capabilities that will be individually and collectively managed under the larger construct of the maturing JC2 JIC"
- Changes portfolio management of Blue Force Tracking from C2 to BA FCB
- Navy supports this alternative

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Unresolved Issue 4 – Navy Critical

Issue: Delete “Irregular Warfare” (IW) from the Tier 1 and Tier 2 JCAs of Special Operations and Irregular Operations (Warfare)

Discussion: Navy believes the QDR establishes IW as an overarching concept that involves broad applications of DoD resources across multiple Tier 1 JCAs, and therefore transcends JCAs.

JCA Definition: ***Irregular Warfare*** – The ability to conduct warfare that has as its objective the credibility and/or legitimacy of the relevant political authority with the goal of undermining or supporting that authority. Irregular warfare favors indirect approaches, though it may apply the full range of military and other capabilities to seek asymmetric approaches, in order to erode an adversary’s power, influence and will. (QDR Execution Roadmap for Irregular Warfare)

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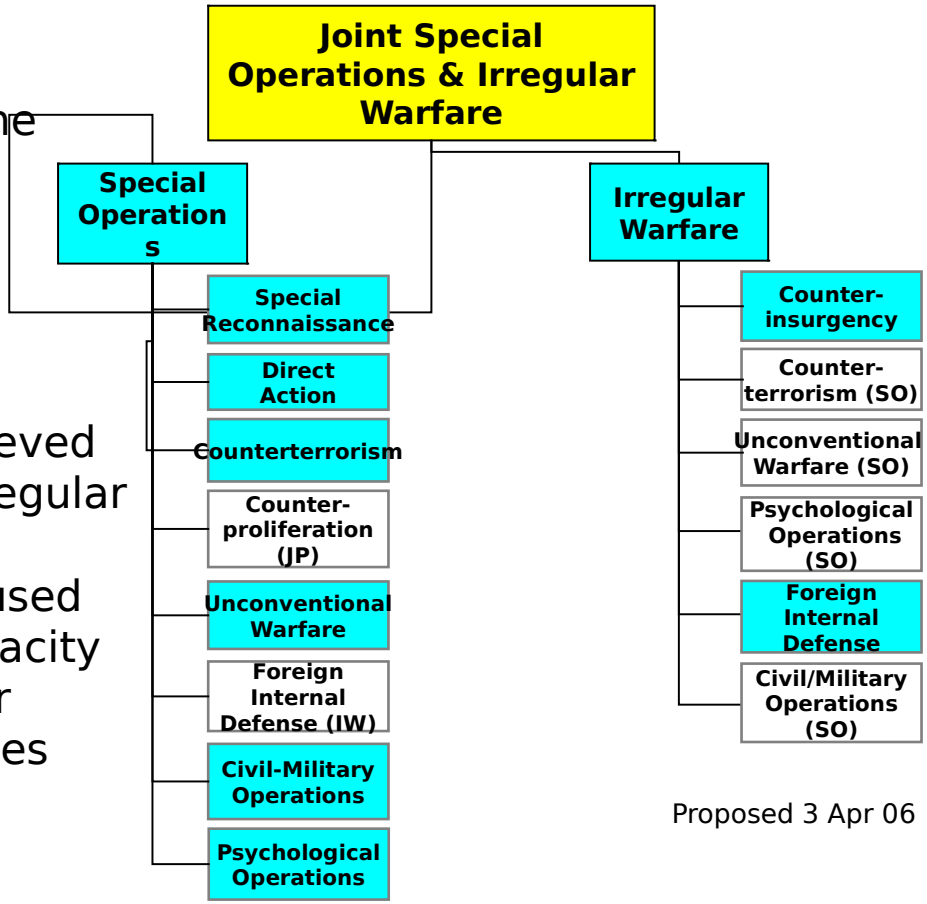
Alternative 1

Description: Rearranges Tier 2 JCAs IAW the ASD/SOLIC and USSOCOM co-sponsored Irregular Warfare Workshops conducted Sep 05

Key points:

- The QDR has specific directives for IW capabilities, risk and end-states to be achieved using the terms Special Operations and Irregular Warfare across DoD & USG
- The QDR Execution Roadmap for IW is focused on enhancing DOD IW capabilities and capacity
- SPG specifically employs the term Irregular Warfare to denote and describe top priorities
- FA FCB (OPR) supports this alternative
- USSOCOM supports this alternative



Proposed 3 Apr 06

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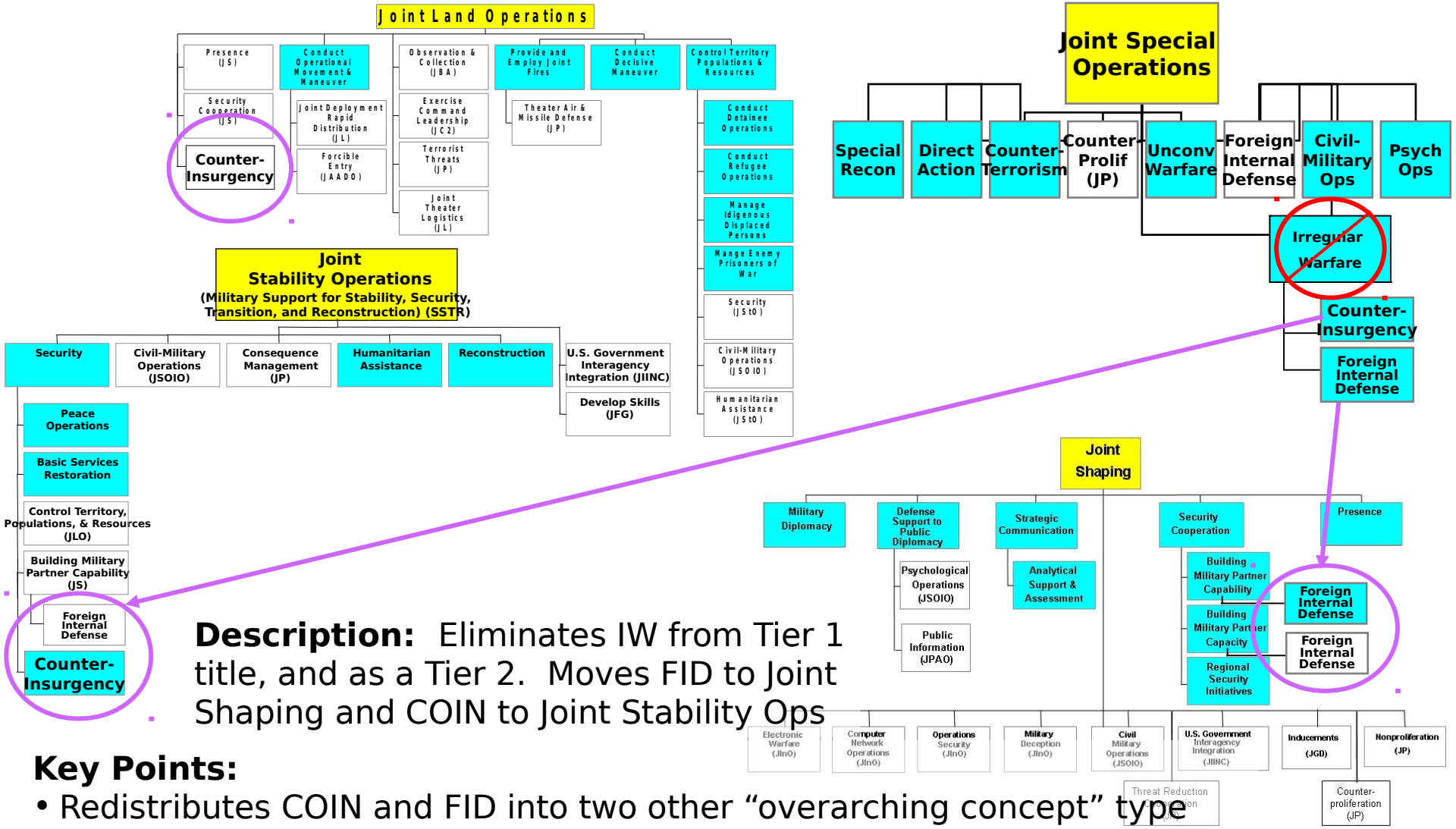
Alternative 2



Description: Eliminates IW from Tier 1 title, and as a Tier 2. Moves FID to Joint Shaping and COIN to Joint Stability Ops

Key Points:

- Redistributes COIN and FID into two other "overarching concept" type JCAs
- Changes portfolio management of FID from FA to FM FCB
- Navy supports this alternative

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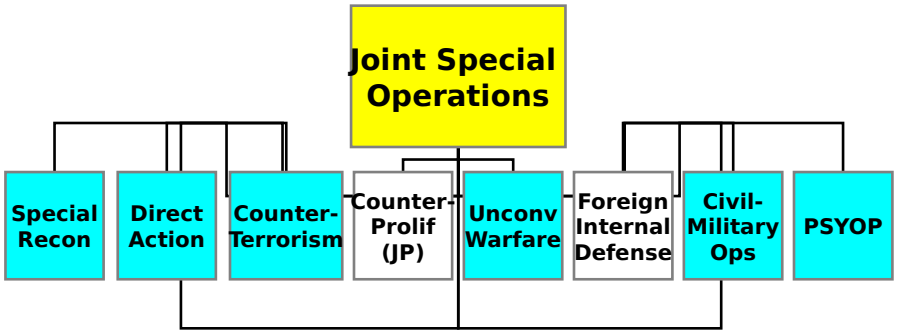
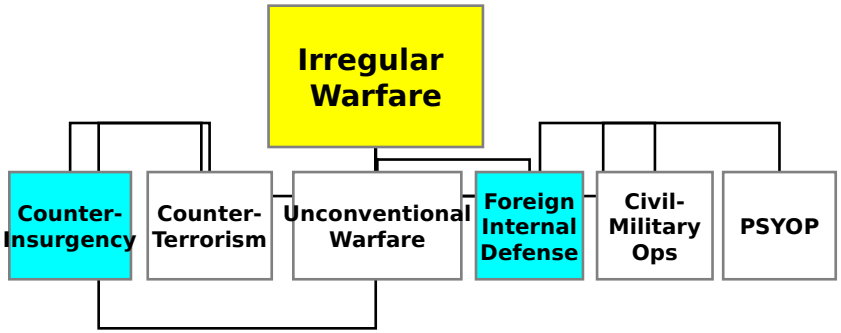
Alternative 3





Description: Elevate IW to a Tier 1 – OSD(P) proposal made at 26 April 06 JCB

Key Points:

- Increases the number of tier 1 JCAs from 21 to 22
- Alternative #1 key points apply
  - The QDR has specific directives for IW capabilities, risk and end-states to be achieved
    using the terms Special Operations and Irregular Warfare across DoD & USG
  - The QDR Execution Roadmap for IW is focused on enhancing DOD IW capabilities and
    capacity
  - SPG specifically employs the term Irregular Warfare to denote and describe top priorities

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Issues Recap

- Move PSYOP primary JCA from Joint Special Operations and Irregular Warfare (JSOIW) to Joint Information Operations (JInO)
- Create a new Tier 1 JCA “Joint Force Projection”
- Move “Develop and Maintain Shared Situational Awareness and Understanding” (Blue/White Force Tracking issue) Tier 2 JCA primary responsibility from Joint C2 to Joint Battlespace Awareness
- Delete “Irregular Warfare” (IW) from the Tier 1 & Tier 2 JCAs of Special Operations and Irregular Operations (Warfare)

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Purpose

Why we're here –

- *Adjudicate four remaining unresolved issues*
  - *Review QDR, JOC, JCA relationships*
- ***Review summary of CJCS JCA taskings***
- ***Review recommendations to SECDEF***

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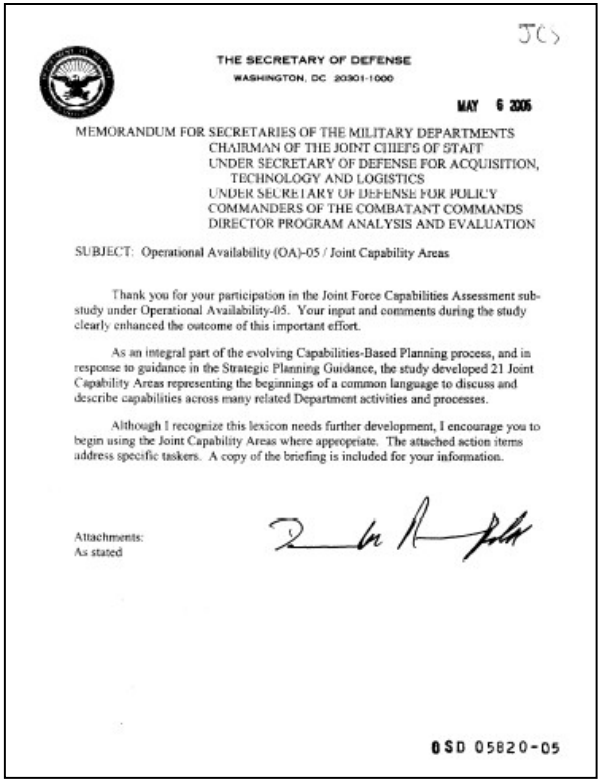
SECDEF JCA Mem

"Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. . . The CJCS shall. . ."

- **Implement the JCAs (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT March 2006) for formal review after sufficient use**
- **Develop joint definitions for all JCA terms and transition to joint doctrine as they are refined**
- **Embed JCAs into future guidance for JOCs, JICs, and JFCs**
- **Refine Tier 2 layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness**
- **In coordination with USJFCOM, Integrate the capabilities lexicon into the future Universal Joint Task List (UJTL)**
- **Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration Development System (JCIDS) where appropriate**



JCS

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

MAY 6 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY AND LOGISTICS
UNDER SECRETARY OF DEFENSE FOR POLICY
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTOR PROGRAM ANALYSIS AND EVALUATION

SUBJECT: Operational Availability (OA)-05 / Joint Capability Areas

Thank you for your participation in the Joint Force Capabilities Assessment sub-study under Operational Availability-05. Your input and comments during the study clearly enhanced the outcome of this important effort.

As an integral part of the evolving Capabilities-Based Planning process, and in response to guidance in the Strategic Planning Guidance, the study developed 21 Joint Capability Areas representing the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes.

Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. A copy of the briefing is included for your information.

Attachments:
As stated

OSD 05820-05

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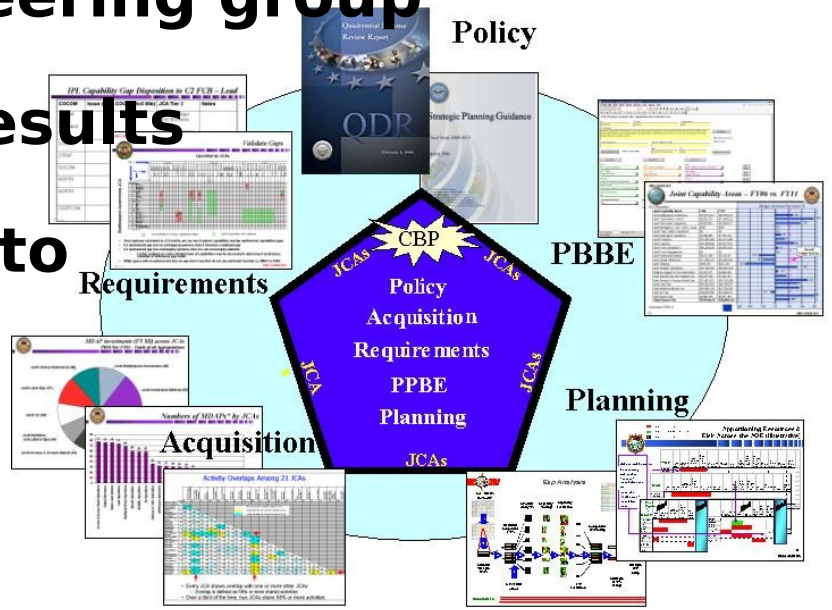
Recommendations to SECDEF

- **Encourage expanded use of the JCA tier 1 / 2 taxonomy and lexicon across the Department**
- **Direct development of Departmental JCA Implementation Plan**
  - **Informed by GO/FO/SES steering group**
  - **Leverage IR&G test case results**
- **Direct a JCA baseline review to further their development**



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Way Ahead

- ✓ Expanded GO/FO FCB Integration Meeting – 3 April
- ✓ JCB – 26 April
- ✓ OPSDEPS – 15 May
- ✓ JROC – 29 June
- ✓ **JROC – 24 August**
- **JCS – 28 August**
  - **CJCS Action Memo to the SECDEF reporting progress**
- **Develop Departmental JCA Implementation Plan**
- **Conduct JCA baseline review**

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